

JOHARI WINDOW

AGENDA

- Purpose
- What is the Johari Window
- Johari Window Model
- Feedback
- Johari Window Panes
- Behavior/Actions that Cause Panes to Move/Change Size
- Reasons for Giving and Receiving Feedback
- Guidelines for Giving and Receiving Feedback
- What You Can Do With Feedback
- Johari Window Questions
- Johari Window Exercise

PURPOSE

Assist you, as change leaders to gain an understanding for and appreciation of how effective feedback and self-disclosure can improve communication skills.

WHAT IS THE JOHARI WINDOW

1. It is named after the first names of its inventors, Joseph Luft and Harry Ingham.
2. It is a communication window for giving and receiving information.
3. It is one of the most useful models describing the process of human interaction.

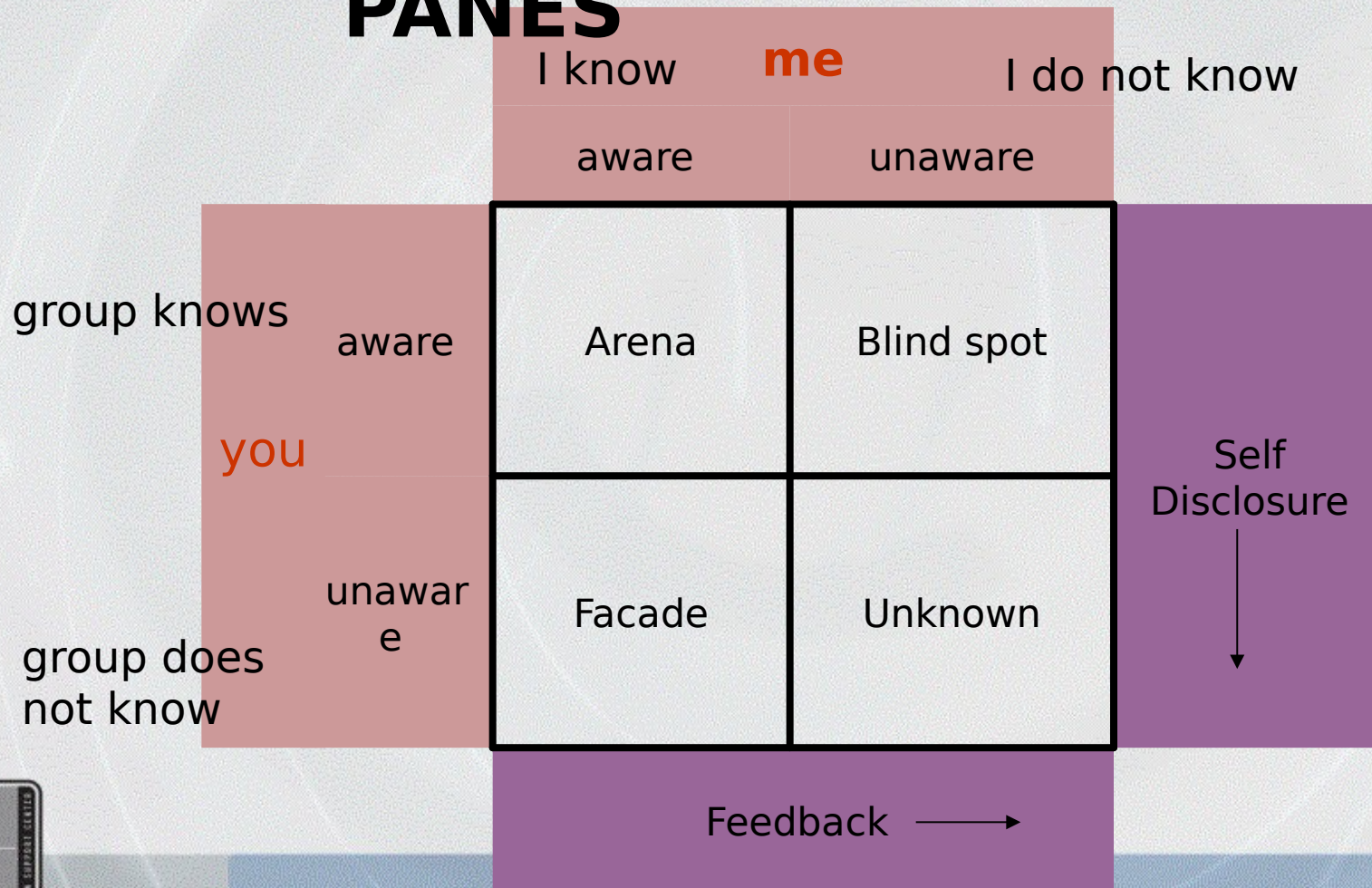
JOHARI WINDOW MODEL

ARENA (open/free)	BLIND SPOT
FACADE (Hidden)	UNKNOWN

WWW. Businessballs.com/Defense Equal Opportunity Management Inst

Transforming the Organizations, Leaders & Workforce of Tomorrow⁵

JOHARI WINDOW PANES



BEHAVIORS/ACTIONS THAT CAUSE PANES TO MOVE/CHANGE SIZE

✓ Knowing what the panes represent will help you understand and describe behavior/action that causes the panes of the Johari Window to move/change size.

- **Arena** - Giving and soliciting feedback; self-disclosure.
- **Blind spot** - Soliciting and being receptive to feedback.
- **Facade** - Giving feedback and self-disclosure.
- **Unknown** - Availing yourself of and being receptive to sharing experiences of others; learning vicariously.

FEEDBACK

Feedback is communication to a person or group providing information as to how their behavior is affecting or influencing you
(giving feedback).

It may also be a reaction by others as to how your behavior is affecting or influencing them
(receiving feedback)

Feedback can be verbal or nonverbal.

REASONS FOR GIVING AND RECEIVING FEEDBACK

- ✓ **Allows personal growth.**
- ✓ **Enables the provider to learn about self.**
- ✓ **Enables the receiver to gain insight.**
- ✓ **Creates an open environment for effective operational and interpersonal communications.**
- ✓ **Aids in preparation for the future; not dwelling on the past.**

GUIDELINES FOR GIVING AND RECEIVING FEEDBACK

✓ Giving Feedback

- Is the feedback being given specific rather than general?
- Is the feedback being given focused on behavior rather than on the person? (It is important that we concentrate on what a person does rather than on what we think or imagine he/she is.)
- Does the feedback take into account the needs of the receiver of the feedback?
- Is the feedback directed toward behavior which the receiver can do something about?
- Is the feedback solicited rather than imposed?
- Is the feedback sharing of information rather than

GUIDELINES FOR GIVING AND RECEIVING FEEDBACK

✓ Giving Feedback Cont.

- Is the feedback well timed?
- Does the feedback involve the amount of information the receiver can use rather than the amount we would like to give?
- Does feedback reflect upon the problem/issue at hand?
- Is the feedback checked to ensure clear communication?
- Is the feedback evaluative rather than judgmental?

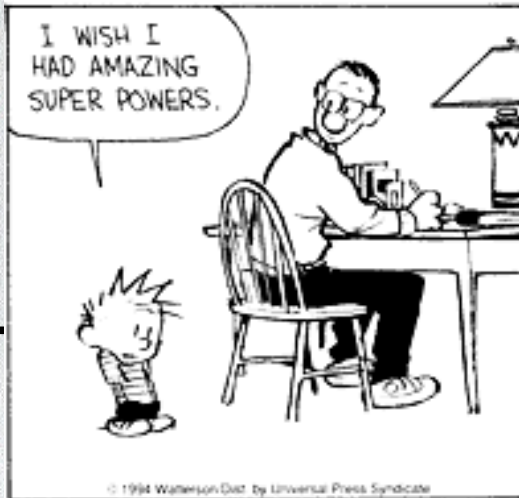
GUIDELINES FOR GIVING AND RECEIVING FEEDBACK CONT.

✓ Receiving Feedback

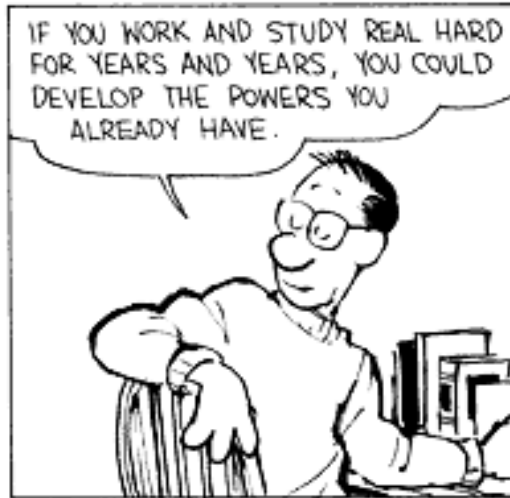
- Establish a receptive atmosphere.
- State why you want feedback.
- Check what you have heard through parroting, paraphrasing, or asking for clarification.
- Maintain an objective attitude about the feedback even if it is about you.
- Share your reactions to the feedback, if practical.

WHAT YOU CAN DO WITH FEEDBACK

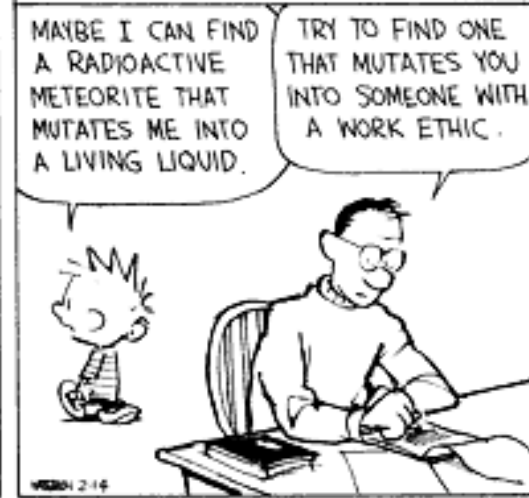
✓ **USE IT**



✓ **THINK ABOUT IT**



✓ **FORGET IT**



JOHARI WINDOW QUESTIONS

RATING SCALE AND INSTRUCTIONS

Below is the basic ten-point scale to be used in rating yourself on your use of the twenty behaviors describe on the next two pages. Read over the behavior description and determine how much it characterizes yourself in your relationship with other people.

SCALE VALUE

10	EXTREMELY CHARACTERISTIC	I do this consistently
9	VERY CHARACTERISTIC	I do this nearly all the time
8	QUITE CHARACTERISTIC	I do this most of the time
7	PRETTY CHARACTERISTIC	I do this a good deal of the time
6	FAIRLY CHARACTERISTIC	I do this frequently
5	SOMEWHAT CHARACTERISTIC	I do this on occasion
4	FAIRLY UNCHARACTERISTIC	I seldom do this
3	PRETTY UNCHARACTERISTIC	I hardly ever do this
2	QUITE UNCHARACTERISTIC	I almost never do this
1	EXTREMELY UNCHARACTERISTIC	I never do this

JOHARI WINDOW QUESTIONS

CONT.

1. I am open and candid in my dealings with others, as opposed to being closed, cautious, and under wraps in my relationships.
2. I hear, respect, and accept the comments and reactions of others, as opposed to responding defensively, dismissing them as of little value, or turning a deaf ear on their observations.
3. I specifically test for agreement and commitment to joint or team decisions, as opposed to assuming that all are committed if no one openly disagrees.
4. I readily admit to confusion or lack of knowledge when I feel that I have little information about the topic under discussion as opposed to trying to bluff, feigning understanding, or insisting that my opinions are right.
5. I show my concern that others know where I stand on relevant issues, as opposed to being basically indifferent to others knowledge of me or just unrevealing in my comments.
6. I take the initiative in getting feedback from other members, as opposed to waiting passively for others to offer their comments of their own accord.
7. I "level" with others and describe how I feel about what they do and how they do it, as opposed to covering up, taking tolerance or **Denying Equal Opportunity Management Institute**

JOHARI WINDOW QUESTIONS

CONT.

8. My comments are relevant, and pertinent to the real issues at hand in the team, as opposed to being "frothy" and off-target or attempts at camouflage.

9. I try to understand how others are feelings and work hard at getting information from them, which will help me do this, as opposed to appearing indifferent, showing superficial concern or being basically insensitive.

10. I value and encourage reactions equally from others, as opposed to being selective in my quest for feedback or treating some contributions as inferior.

11. I am openly affectionate toward others when I feel I like them, as opposed to being inhibited, restrained, or acting embarrassed.

12. I help others participate and work to support and draw everyone into a group discussion, as opposed to fending only for myself and leaving participation up to each individual.

13. I take risks with others and expose highly personal information, both emotional and intellectual, when it is pertinent, as opposed to playing it safe, as if I don't trust others.

14. I welcome and appreciate other's attempts to help me, no matter how critical or direct their feedback, as oppose to acting hurt, sulking, indifferent, or rejecting them outright.

2005 ARMY ACQUISITION WORKFORCE CONFERENCE

JOHARI WINDOW QUESTIONS CONT.

15. I openly try to influence an individual or a group, as opposed to being manipulative.

16. I press for additional information when I am angered by them, as opposed to acting unaffected, restrained, or over controlled.

17. I am openly hostile towards others when I am angered by them, as opposed to acting unaffected, restrained, or over controlled.

18. I encourage collaboration on problems and solicit others definitions and solutions on mutual problems, as opposed to insisting on mechanical decision rules or trying to railroad my own judgments through.

19. I am spontaneous and say what I think no matter how "far out" it may seem, as opposed to monitoring my contributions so that they are in line with prevailing through or more acceptable to others.

20. I give support to others who are on the spot and struggling to express themselves intelligently and emotionally, as opposed to letting them flounder or trying to move on without them.

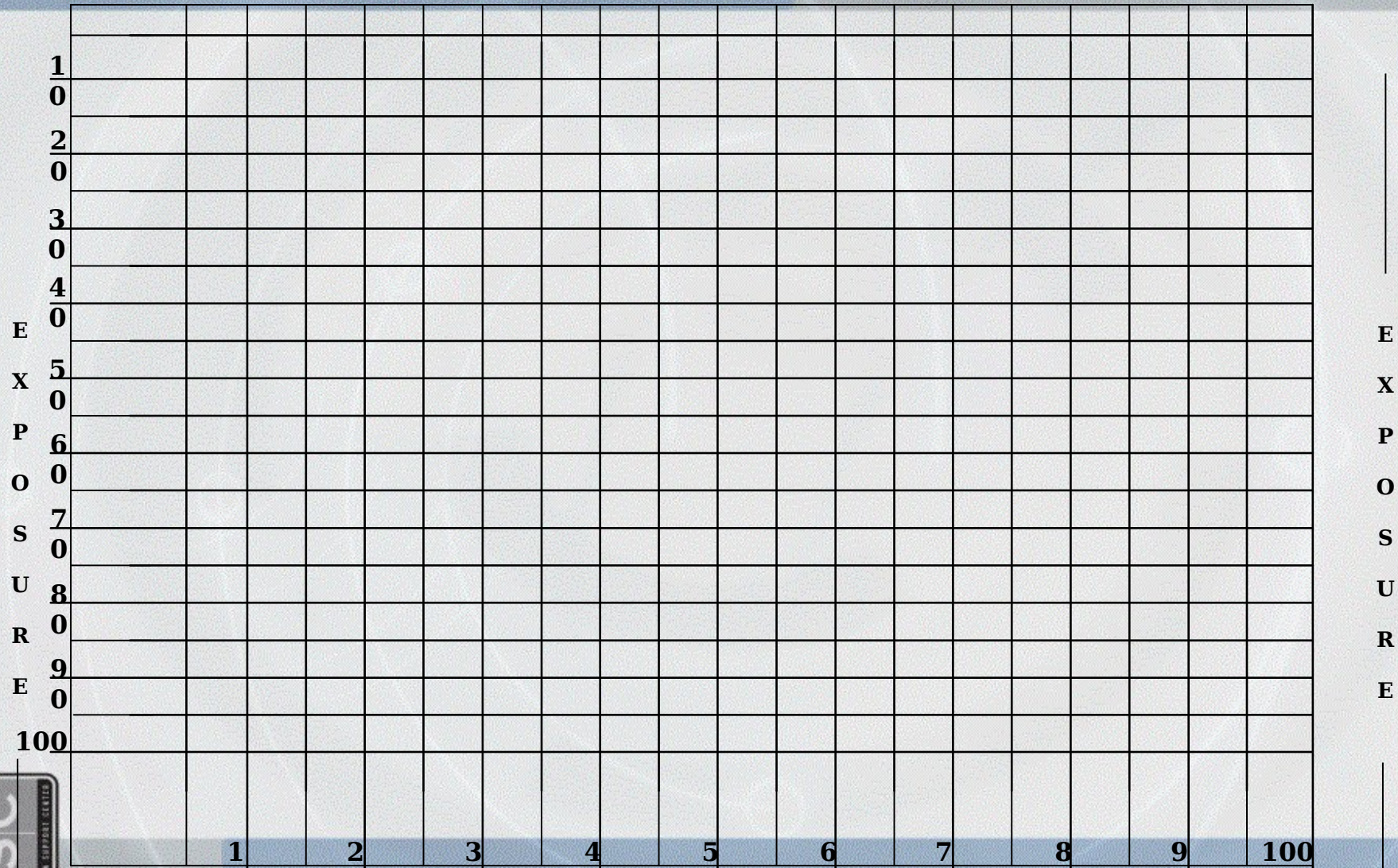
ADD YOUR RESPONSES TO QUESTIONS: 2, 3, 6, 9, 10, 12, 14, 16, 18, and 20.
FEEDBACK TOTAL:

ADD YOUR RESPONSES TO QUESTIONS: 1, 4, 5, 7, 8, 11, 13, 15, 17, and 19.
EXPOSURE TOTAL:



2005 ARMY ACQUISITION WORKFORCE CONFERENCE

FEEDBACK



FEEDBACK

Defense Equal Opportunity Management Institute (DEOMI)

Transforming the Organizations, Leaders & Workforce of Tomorrow

2005 ARMY ACQUISITION WORKFORCE CONFERENCE

JOHARI WINDOW EXERCISE CONT.

I know

I do not know

group knows

ARENA
(open/free)

BLIND
SPOT

group does
not know

FACADE
(Hidden)

UNKNOWN

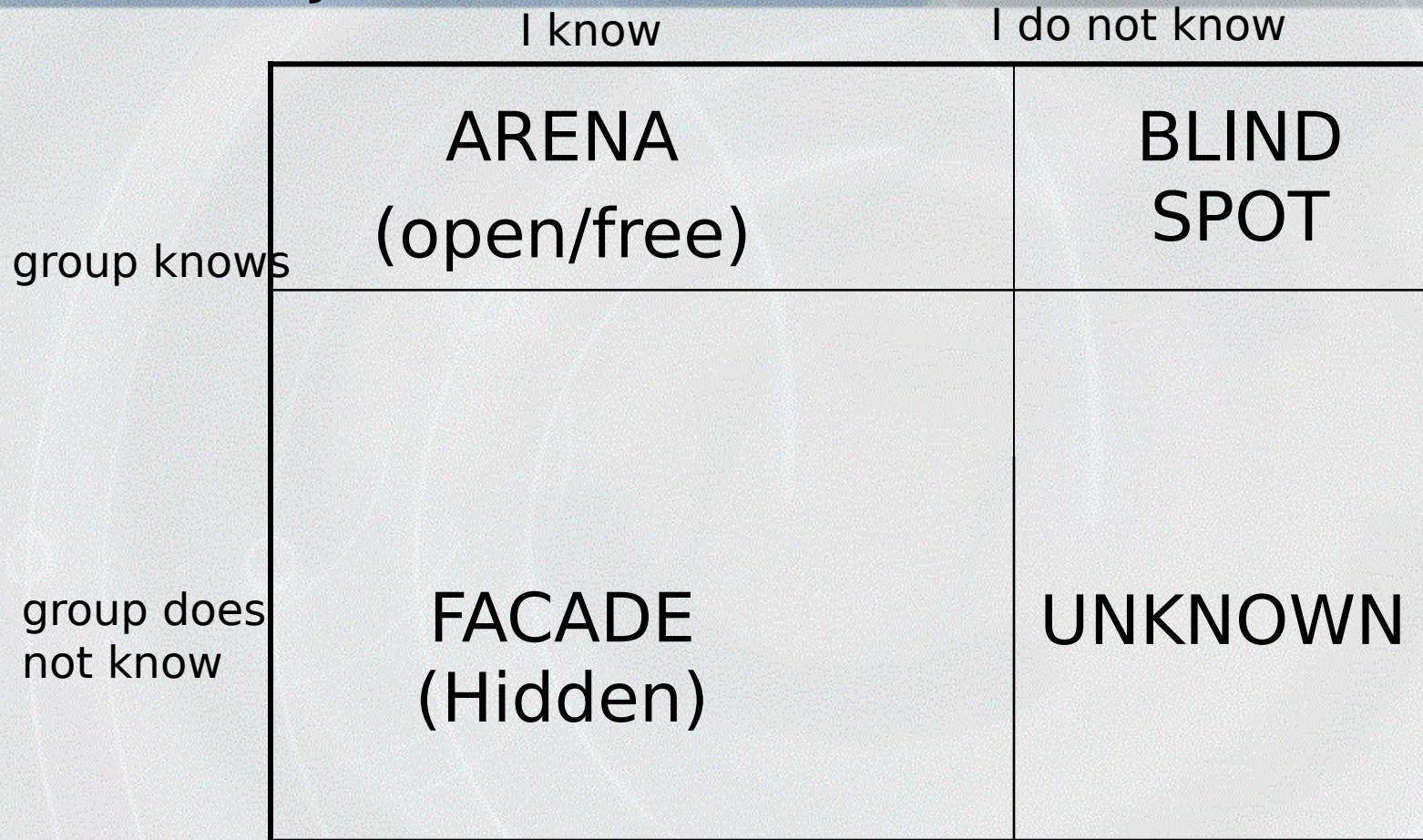
The Open Receptive Person (Ideal)

University of San Francisco - College of
professional studies

Transforming the Organizations, Leaders & Workforce of Tomorrow

2005 ARMY ACQUISITION WORKFORCE CONFERENCE

JOHARI WINDOW EXERCISE CONT.



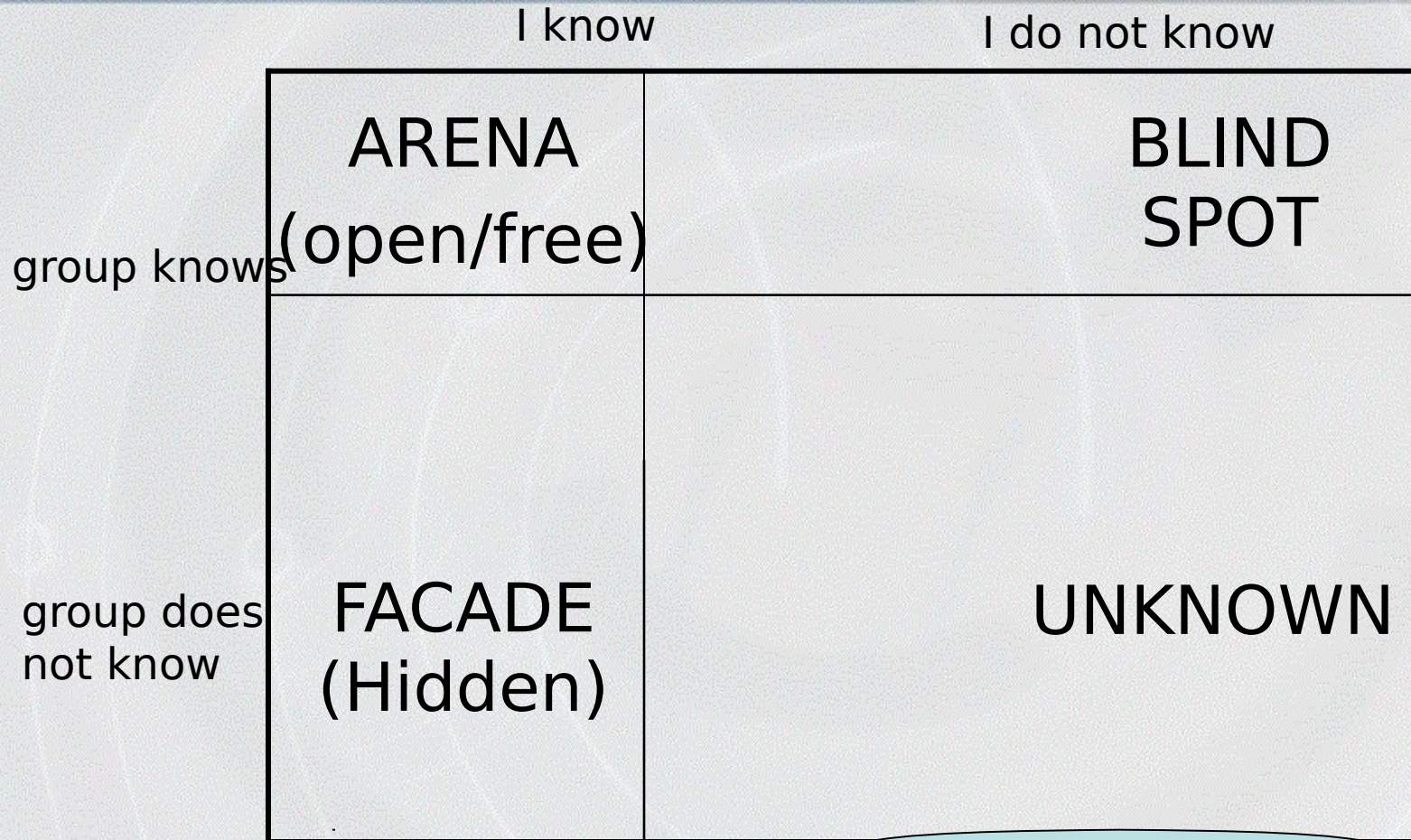
The Pumper Person (Interviewer)

University of San Francisco - College of professional studies

Transforming the Organizations, Leaders & Workforce of Tomorrow

2005 ARMY ACQUISITION WORKFORCE CONFERENCE

JOHARI WINDOW EXERCISE CONT.



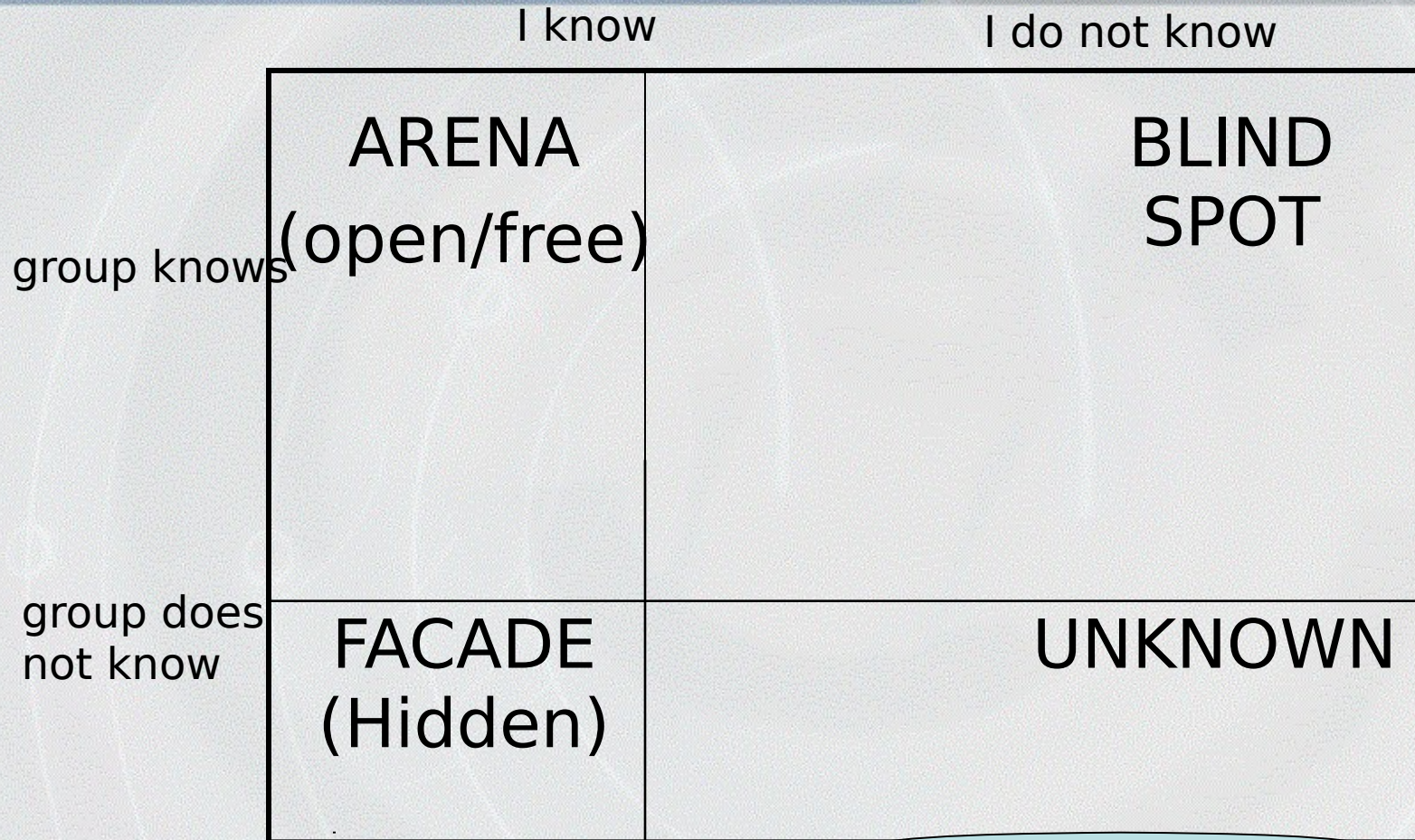
The Hermit Person (Turtle)

University of San Francisco - College of
professional studies

Transforming the Organizations, Leaders & Workforce of Tomorrow

2005 ARMY ACQUISITION WORKFORCE CONFERENCE

JOHARI WINDOW EXERCISE CONT.



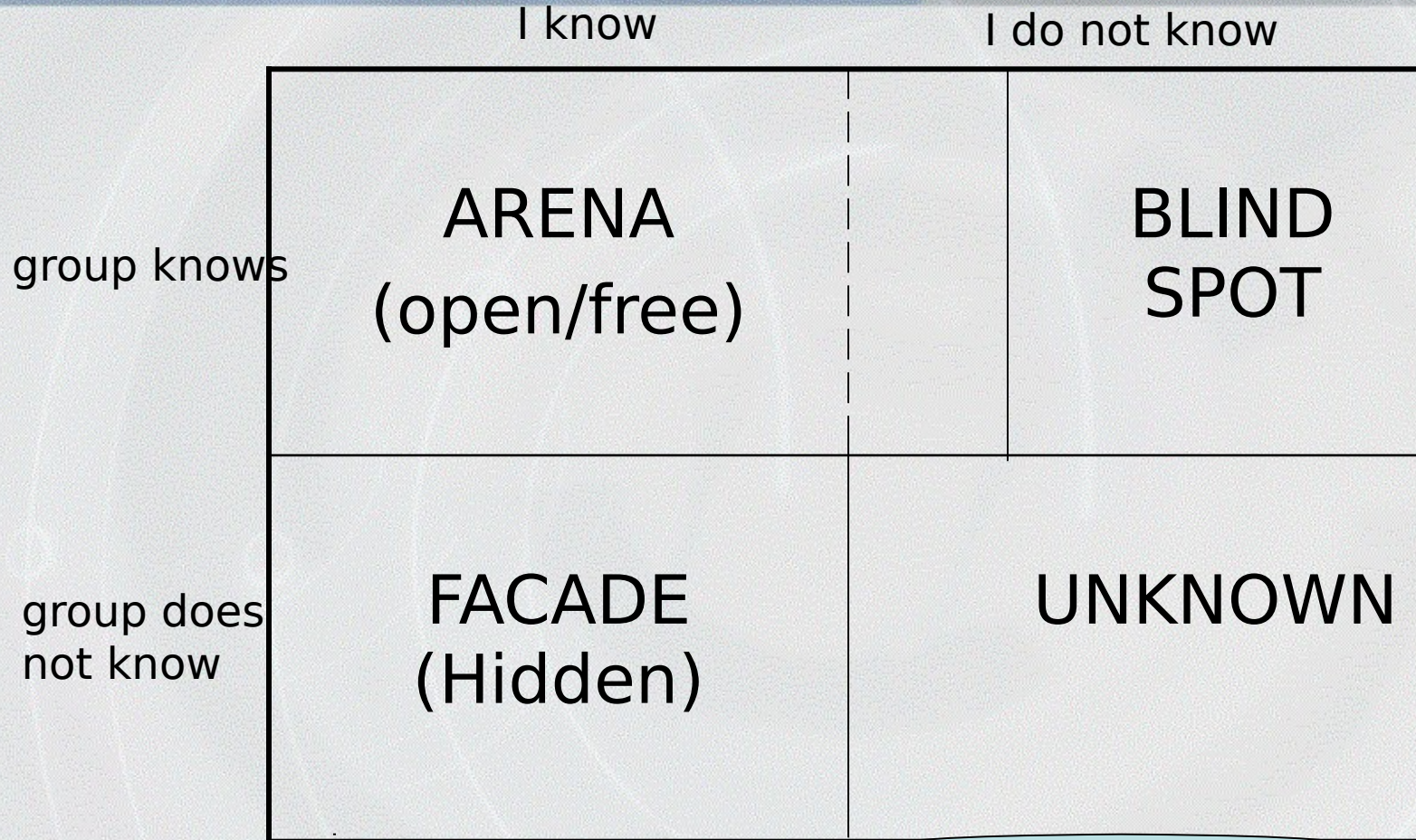
The Blabbermouth Person (Bull-In-China-Shop)

University of San Francisco - College of professional studies

Transforming the Organizations, Leaders & Workforce of Tomorrow

2005 ARMY ACQUISITION WORKFORCE CONFERENCE

JOHARI WINDOW EXERCISE CONT.



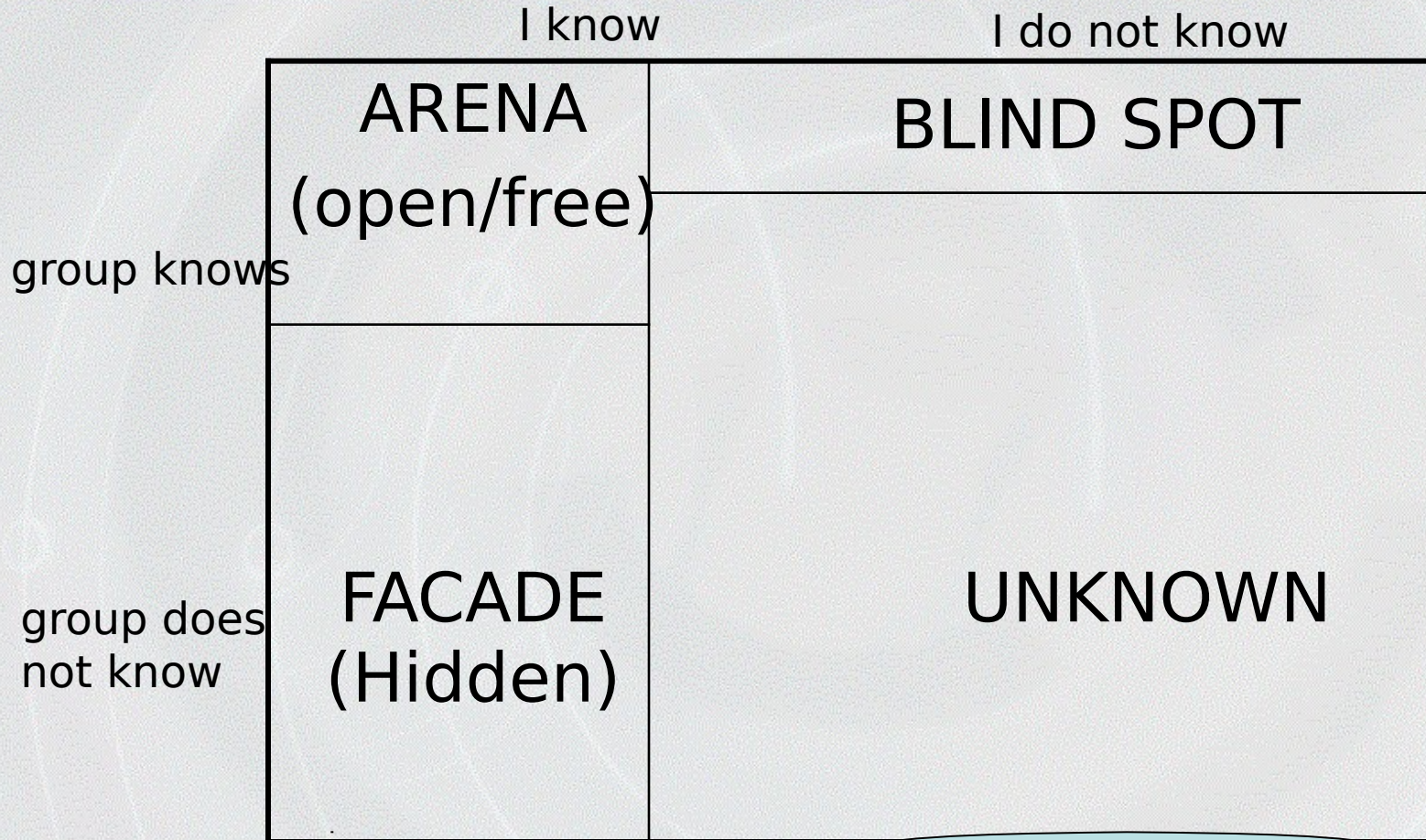
increasing open area through feedback solicitation

University of San Francisco - College of
professional studies

Transforming the Organizations, Leaders & Workforce of Tomorrow

2005 ARMY ACQUISITION WORKFORCE CONFERENCE

JOHARI WINDOW EXERCISE CONT.



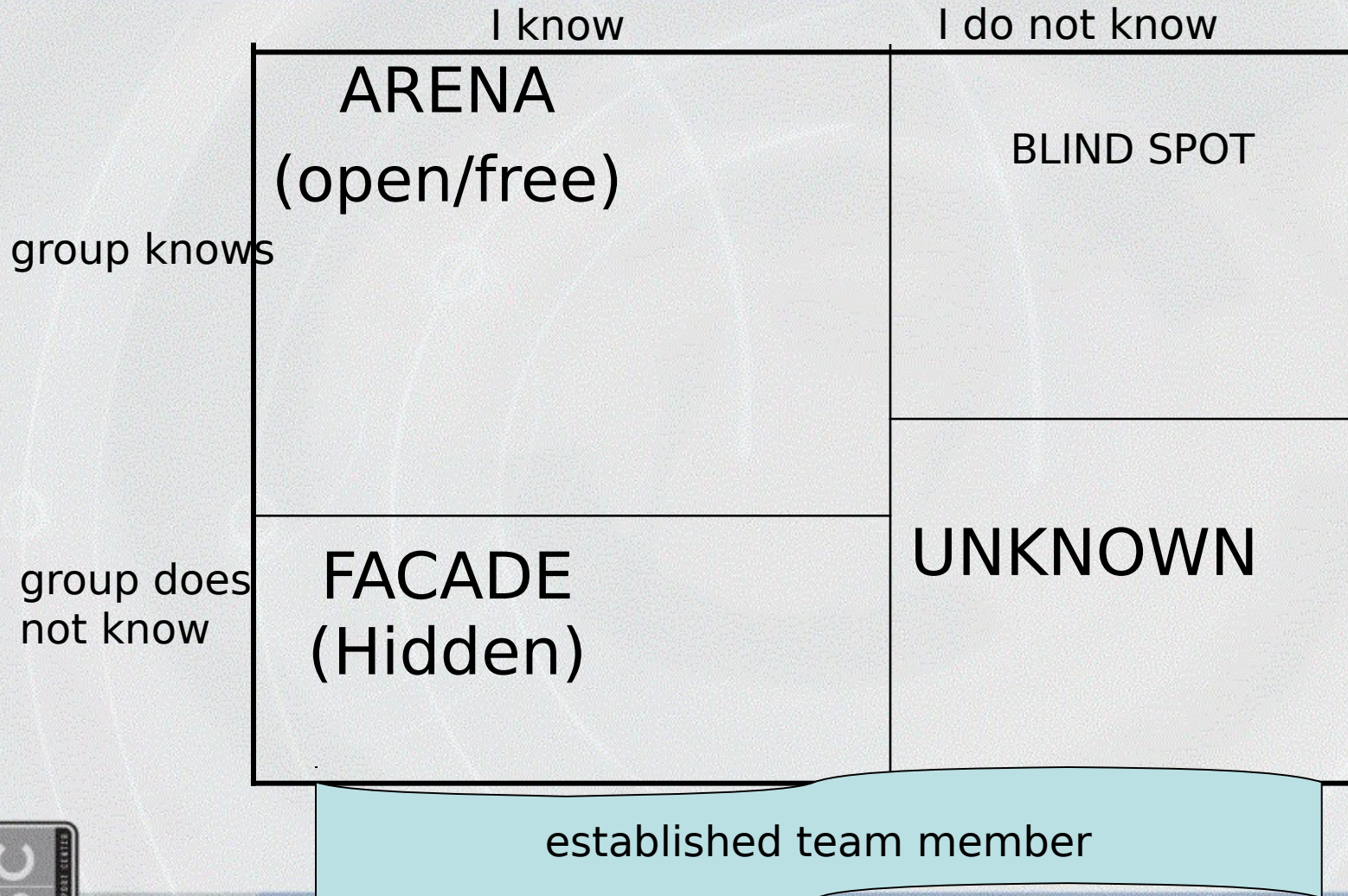
new team member or member within a new team

University of San Francisco - College of professional studies

Transforming the Organizations, Leaders & Workforce of Tomorrow

2005 ARMY ACQUISITION WORKFORCE CONFERENCE

JOHARI WINDOW EXERCISE CONT.



2005 ARMY ACQUISITION WORKFORCE CONFERENCE

JOHARI WINDOW EXERCISE CONT.

1. Which pane of the Johari window reveals information about your hair color?
☐ Open
☐ Blind
☐ Hidden
☐ Unknown
2. In a healthy relationship, both individuals disclose the same amount of information.
☐ True
☐ False
3. Which pane of the Johari window reveals information about your secret dreams and ambitions?
☐ Open
☐ Blind
☐ Hidden
☐ Unknown
4. In a typical relationship, the sooner the two individuals engage in self-disclosure, the better the relationship will be.
☐ True
☐ False

2005 ARMY ACQUISITION WORKFORCE CONFERENCE

SUMMARY

- Purpose
- What is the Johari Window
- Johari Window Model
- Feedback
- Johari Window Panes
- Behavior/Actions that Cause Panes to Move/Change Size
- Reasons for Giving and Receiving Feedback
- Guidelines for Giving and Receiving Feedback
- What You Can Do With Feedback
- Johari Window Questions
- Johari Window Exercise



2005 ARMY ACQUISITION WORKFORCE CONFERENCE

Mr. Carl Sublett
Acquisition Support Center
Carl.Sublett@us.army.mil
703-805-2879

